

# Preliminary for Review

## **MINUTES**

### **STATE BUILDING COMMISSION MEETING**

**MARCH 8, 2007**

The State Building Commission met this day at 11:00 a.m. in House Hearing Room 30 of the Legislative Plaza, Nashville, Tennessee, with the following State Building Commission members and Departments present.

11:12 a.m.	Military Department	General Gus Hargett
11:13 a.m.	Department of Transportation	Commissioner Gerald Nicely
11:14 a.m.	Department of Safety	LTC Albert Strawther
11:15 a.m.	University of Tennessee	Dr. John Petersen
11:20 a.m.	Tennessee Board of Regents	Chancellor Charles Manning
11:32 a.m.	Department of Environment and Conservation	Commissioner Jim Fyke
11:42 a.m.	Department of Finance and Administration	
11:45 a.m.	State Building Commission	

#### STATE BUILDING COMMISSION MEMBERS PRESENT

Jimmy Naifeh, Speaker of the House of Representatives  
Ron Ramsey, Lieutenant Governor  
Dave Goetz, Commissioner, Department of Finance and Administration  
John G. Morgan, Comptroller of the Treasury  
Dale Sims, State Treasurer  
Riley Darnell, Secretary of State

#### STATE BUILDING COMMISSION MEMBERS ABSENT

Governor Phil Bredesen

#### OTHERS PRESENT

Mike Fitts, State Architect  
Georgia Martin, State Architect's Office  
Alan Robertson, Assistant State Architect  
Charles Garrett, Real Property Administration  
Charles Harrison, Comptroller's Office  
Mark Wood, Secretary of State's Office  
Annette Crutchfield, Legislative Budget Office  
Janie Porter, Attorney General's Office  
Genie Whitesell, Attorney General's Office  
Jerry Preston, Tennessee Board of Regents  
Diane Uhler, Tennessee Board of Regents  
Dennis Raffield, THEC

Nancy Blevins, Finance and Administration  
Steve Westerman, Real Property Administration  
Mike Morrow, Finance and Administration  
Pat Haas, Bond Finance  
Amanda Hoback, Bond Finance  
Dwight Hensley, Environment and Conservation  
Larry Lance, Environment and Conservation  
Robert Johnson, Military Department

#### OTHERS PRESENT – continued:

David Gregory, Tennessee Board of Regents

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Steve Berger, TRO/Jung-Brannen  
Rusty Taylor, Evans Taylor Foster Childress  
Senator Jack Johnson  
George Criss, University of Tennessee  
Alvin Payne, University of Tennessee  
Gary Rogers, University of Tennessee  
Charles Peccolo, University of Tennessee  
Debra Bauer, Northeast State Community College  
Jim Dawson, Northeast State Community College  
John Phillips, Military Department  
Mike Boshers, Safety  
Bill Hedge, Safety  
Chris Christianson, Transportation  
Neal Ham, Transportation  
Alan Durham, Transportation  
Greg Adkins, Transportation  
Steve Hall, Transportation  
Larry Wood, Larry Woods & Associates  
Dianne McKay, Finance and Administration  
Ike Boone, Finance and Administration  
Nathan Burton, Treasury

Speaker Naifeh called the meeting to order at 11:07 a.m. He recognized Senators Douglas Henry and Jack Johnson who read Senate Joint Resolution #56 honoring Mike Fitts, State Architect, upon receipt of the American Institute of Architects' national award entitled "The Thomas Jefferson Award". Mr. Fitts thanked both Senators for their recognition, and then resumed with the regular order of the agenda.

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### MILITARY DEPARTMENT

11:12 a.m.

General Gus Hargett requested action on the following matters.

#### HOUSTON BARRACKS, NASHVILLE, TENNESSEE

- 1) Approved a request for a revision in the estimated project cost and funding and acknowledgment of the source of funding from \$33,900,000.00 to \$34,448,342.00 (\$548,342.00 increase) of a project for **State Area Command Headquarters** at Houston Barracks, Nashville, Tennessee.

Revised Estimated Project Cost:      **\$34,448,342.00**  
*SBC Project No.*                      *361/067-01-1999*

- 2) Approved a request for a revision in funding and acknowledgment of the source of funding from \$10,135,000.00 to \$8,269,963.28 (\$1,865,036.72 decrease) of a project for **Building 100 Renovation** at Houston Barracks, Nashville, Tennessee.

Revised Estimated Project Cost:      **\$8,269,963.00**  
*SBC Project No.*                      *361/067-02-1999*

- 3) Approved a request for a revision in funding and acknowledgment of the source of funding from \$2,580,000.00 to \$2,850,000.00 (\$270,000.00 increase) of a project for **TEMA Renovations, Phase 2**, at Houston Barracks, Nashville, Tennessee.

Revised Estimated Project Cost:      **\$2,850,000.00**  
*SBC Project No.*                      *361/067-01-2005*

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DEPARTMENT OF TRANSPORTATION

11:13 a.m.

Commissioner Gerald Nicely requested action on the following matters.

TDOT QUARTERLY STATUS REPORT

- 1) The Commission acknowledged receipt of the **Quarterly Status Report** of current projects in the Transportation Improvement Programs in accordance with the requirements of the "Transportation Reporting Act of 2002".

REGION 2 – CHATTANOOGA, TENNESSEE

- 1) Approved a project and acknowledgment of the source of funding for **Regional Transportation Management Center** at the new Region 2 Headquarters campus in Chattanooga, and the selection of TWH Architects to design and supervise the project.

Estimated Project Cost:           **\$5,600,000.00**  
*SBC Project No.*            242/010-01-2007

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DEPARTMENT OF SAFETY

11:14 a.m.

LTC Albert Strawther requested action on the following matter.

STATEWIDE

- 1) Approved a project and acknowledgment of the source of funding for **Storage Lots** to be constructed in seven counties, statewide, for storing seized vehicles, with the Department of Transportation providing sitework, paving and routine maintenance on the lots.

Estimated Project Cost:      **\$275,000.00**  
*SBC Project No.*              *502/001-01-2007*

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UNIVERSITY OF TENNESSEE

11:15 a.m.

Dr. John Petersen requested action on the following matters.

THE UNIVERSITY OF TENNESSEE AT KNOXVILLE, TENNESSEE

- 1) Approved a request for a revision in scope of a project for **IT Data Center Improvements** at the University of Tennessee at Knoxville, Tennessee.

Estimated Project Cost:        \$1,800,000.00  
*SBC Project No.*                540/009-10-2006

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER, MEMPHIS, TENNESSEE

- 1) Approved the Early Design Phase of a project for **College of Pharmacy Building** at the University of Tennessee Health Science Center, Memphis, as presented by the joint venture of TRO Jung/Brannen and Evans Taylor Foster Childress.

Estimated Project Cost:        \$42,800,000.00  
*SBC Project No.*                540/013-03-2004

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TENNESSEE BOARD OF REGENTS

11:20 a.m.

Chancellor Charles Manning requested action on the following matters.

East Tennessee State University, Johnson City, Tennessee

- 1) Approved a request to cancel a project for **New Main Campus Apartments** at East Tennessee State University in Johnson City, Tennessee.

Estimated Project Cost: \$ 8,600,000.00  
SBC Project No. 166/005-15-2005

- 2) Approved a revision in scope, estimated project cost and funding from \$20,000,000.00 to \$28,620,000.00 (\$8,620,000.00 increase), acknowledgment of source of funding, and approval to issue a Request for Proposals for a Construction Manager/General Contractor of the project for **Main Campus Apartments Phase 2** at East Tennessee State University in Johnson City, Tennessee.

Revised Estimated Project Cost: \$28,620,000.00  
SBC Project No. 166/005-07-2006

Middle Tennessee State University, Murfreesboro, Tennessee

- 1) Approved a request for a revision in estimated project cost and funding from \$1,525,645.00 to \$1,350,645.00 (a \$175,000.00 decrease) and acknowledgment of source of funding of the project for **Accessibility (ADA) Adaptations** at Middle Tennessee State University in Murfreesboro, Tennessee.

Revised Estimated Project Cost: \$1,350,645.00  
SBC Project No. 166/009-09-1999

- 2) Approved a request for a revision in estimated project cost and funding from \$738,000.00 to \$673,000.00 (a \$65,000.00 decrease) and acknowledgment of source of funding of the project for **Several Buildings Elevator Updates** at Middle Tennessee State University in Murfreesboro, Tennessee.

Revised Estimated Project Cost: \$673,000.00  
SBC Project No. 166/009-04-2006

- 3) Approved a request for revision in estimated project cost and funding from \$6,720,000.00 to \$6,960,000.00 (a \$240,000.00 increase) and acknowledgment of source of funding of the project for **Several Buildings Life Safety Renovations** at Middle Tennessee State University in Murfreesboro, Tennessee.

Revised Estimated Project Cost:	\$8,330,000.00
Remaining Unfunded	\$1,370,000.00
SBC Project No.	166/009-02-2001

- 4) Approved a request for a revision in estimated project cost and funding from \$2,140,000.00 to \$1,990,000.00 (a \$150,000.00 decrease) and acknowledgment of source of funding for **Several Buildings Systems Replacements** for Middle Tennessee State University in Murfreesboro, Tennessee.

Revised Estimated Project Cost:	\$ 13,270,000.00
Remaining un-funded portion:	11,280,000.00
SBC Project No.	166/009-05-2002

- 5) Approved a request for a revision in estimated project cost and funding from \$960,000.00 to \$1,268,000.00 (a \$308,000.00 increase) and acknowledgment of source of funding for **Several Buildings Roof Replacements** at Middle Tennessee State University in Murfreesboro, Tennessee.

Revised Estimated Project Cost:	\$ 1,268,000.00
SBC Project No.	166/009-04-2005

### University of Memphis, Memphis

- 1) Approved a request for a revision in estimated project cost and funding from \$12,650,056.03 to \$12,750,056.03 (a \$100,000.00 increase) and acknowledgment of source of funding of the project for **Brister Facility Re-use Adaptations** at the University of Memphis in Memphis, Tennessee.

Revised Estimated Project Cost:	\$ 12,750,056.03
SBC Project No.	166/007-03-1996



- 2) Approved a request for a revision in estimated project cost and funding from \$4,350,000.00 to \$4,450,000.00 (a \$100,000.00 increase) and acknowledgment of source of funding of the project for **Drainage Corrections** at the University of Memphis in Memphis, Tennessee.

Revised Estimated Project Cost: **\$ 4,450,000.00**  
SBC Project No. **166/007-04-2003**

- 3) Approved a request to issue a Request for Proposals for a Construction Manager/General Contractor of the project for **West Hall Student Housing Replacement** at the University of Memphis in Memphis, Tennessee.

Estimated Project Cost: **\$20,000,000.00**  
SBC Project No. **166/007-06-2006**

### **Motlow State Community College, Lynchburg**

- 1) Approved a request for a revision in estimated project cost and funding from \$10,142,500.00 to \$10,092,500.00 (a \$50,000.00 decrease) and acknowledgment of source of funding of the project for **Library Building** at Motlow State Community College in Lynchburg, Tennessee.

Revised Estimated Project Cost: **\$ 10,092,500.00**  
SBC Project No. **166/021-01-1992**

- 2) Approved a request for a revision in funding from \$2,725,000.00 to \$2,775,000.00 (a \$ 50,000.00 increase), and acknowledgment of source of funding for **Rutherford County Teaching Site Replacement** at Motlow State Community College in Smyrna, Tennessee.

Estimated Project Cost: **\$4,850,000.00**  
Remaining unfunded portion **\$2,075,000.00**  
SBC Project No. **166/021-01-2003**

### **Southwest Tennessee Community College, Memphis, Tennessee**

- 1) Approved a request for a revision in estimated project cost and funding from \$250,000.00 to \$280,000.00 (a \$30,000.00 increase), and acknowledgment of source of funding of the project for **Master Plan** at Southwest Tennessee Community College in Memphis, Tennessee.

Revised Estimated Project Cost: **\$280,000.00**  
SBC Project No. **166/033-01-2000**

**Small projects per TCA § 49-7-132 and SBC Policy 2.01(A)3**

*(multiple local expenditures each under \$100,000 that in six months exceed \$100,000 on a single building)*

- 1) Approved the following projects and acknowledgement of source of funding, with assistance to be provided by regional designers as necessary.

**A. Administration Building Repairs** for  
University of Memphis in Memphis, Tennessee.

Estimated Project Cost: \$356,000.00  
SBC Project No. [166/007-01-2007](#)

**B. Business and Economics Repairs** for  
University of Memphis in Memphis, Tennessee.

Estimated Project Cost: \$408,000.00  
SBC Project No. [166/007-02-2007](#)

**C. Jones Hall Cafeteria Updates** for  
University of Memphis in Memphis, Tennessee.

Estimated Project Cost: \$187,000.00  
SBC Project No. [166/007-03-2007](#)

**D. McWherter Library Updates** for  
University of Memphis in Memphis, Tennessee.

Estimated Project Cost: \$172,000.00  
SBC Project No. [166/007-04-2007](#)

**E. Music Building Updates** for  
University of Memphis in Memphis, Tennessee.

Estimated Project Cost: \$381,000.00  
SBC Project No. [166/007-05-2007](#)

## **Nashville State Technical Community College, Nashville, Tennessee**

- 1) Approved the Early Design Phase for **New Academic/Student Services Building** at Nashville State Technical Community College in Nashville, Tennessee, as presented by the joint venture of Hart Freeland Roberts/Tuck Hinton.

Estimated Project Cost:

**\$16,100,000.00**

SBC Project No. **166/034-01-2006**

## **Discussion of Bids**

- 1) Referred the following to the Executive Subcommittee, with authority to act:

- a) **East Tennessee State University, Johnson City**  
(Accessibility (ADA) Adaptations)  
SBC Project No. 166/005-05-2002  
Bid date: 02-28-2007
- b) **Middle Tennessee State University, Murfreesboro**  
(Sewer System and Steam Manhole Updates)  
SBC Project No. 166/009-02-2005  
Bid date: 02-28-2007
- c) **Middle Tennessee State University, Murfreesboro**  
(Parking and Transportation Improvements)  
SBC Project No. 166/009-01-2003  
Bid date: 03-07-2007
- d) **Middle Tennessee State University, Murfreesboro**  
(Family Housing Renovations)  
SBC Project No. 166/009-07-2004  
Bid date: 03-07-2007
- e) **Southwest Tennessee Community College, Memphis**  
(Macon Cove New Library Building)  
SBC Project No. 166/033-03-2005  
Bid date: 03-07-2007
- f) **Roane State Community College, Harriman**  
(Morgan County Higher Education Center)  
SBC Project No. 166/027-02-2006  
Bid date: 03-07-2007
- g) **Tennessee Technological University, Cookeville**  
(Turf Replacement)  
SBC Project No. 166/011-05-2006  
Proposals Received: 03-05-2007

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DEPARTMENT OF ENVIRONMENT AND CONSERVATION

11:32 a.m.

Commissioner Jim Fyke requested action on the following matters.

CUMBERLAND MOUNTAIN STATE PARK, CUMBERLAND COUNTY, TENNESSEE

- 1) Approved a request for a revision in funding and acknowledgment of the source of funding from \$1,730,000.00 to \$1,820,000.00 (\$90,000.00 increase) of a project for **Sewer Plant Replacement** at Cumberland Mountain State Park, Cumberland County, Tennessee.

Revised Estimated Project Cost:       **\$1,820,000.00**  
SBC Project No.                    126/030-01-2003

- 2) Approved a request for a revision in scope and funding and acknowledgment of the source of funding from \$820,000.00 to \$875,000.00 (\$55,000.00 increase) of a project for **Site/Building Upgrades** at Cumberland Mountain State Park, Cumberland County, Tennessee.

Revised Estimated Project Cost:       **\$875,000.00**  
SBC Project No.                    126/030-01-2006

DAVID CROCKETT STATE PARK, LAWRENCEBURG, TENNESSEE

- 1) Approved a request for a revision in funding from \$680,000.00 to \$724,000.00 (\$44,000.00 increase) of a project for **ADA Compliance** at David Crockett State Park, Lawrenceburg, and authorization to award a contract to Saliba Construction Company, LLC, in the amount of \$590,000.00, which includes Alternates #1 and #2, based on bids received March 1, 2007.

Revised Estimated Project Cost:       **\$724,000.00**  
SBC Project No.                    126/033-01-2005

**MONTGOMERY BELL STATE PARK, DICKSON COUNTY, TENNESSEE**

- 1) Commissioner Fyke presented a request for a revision in funding and acknowledgment of the source of funding from \$1,920,000.00 to \$2,190,000.00 (\$270,000.00 increase) and approval of the Early Design Phase of a project for **Replacement of Cabins** at Montgomery Bell State Park, Dickson County, as presented by Larry Woods & Associates Architects. Lieutenant Governor Ramsey asked if these were the monies that should have come to Warriors Path and, instead of taking that \$270,000, could they have used it for something else at that park. Mr. Fitts explained that once a project is completed, any remaining funds go into an unallotted account that is an accumulation of unused funds from many projects. It is then a matter of priority that determines how they are used, with SBC approval. Commissioner Fyke stated that he was going to East Tennessee and would check into the situation at Warriors Path as to priority needs. After further discussion, the Commission approved the revision in funding and Early Design Phase as presented.

Revised Estimated Project Cost:      **\$2,190,000.00**  
SBC Project No.                      126/054-01-2005

**SPECIAL ITEM**

- 1) Commissioner Fyke brought up from the floor a request for approval to amend the existing lease agreement with The Hassell Charitable Foundation to allow the Foundation to dispose of the golf course at Ross Creek Landing and related land held in trust at no less than fair market value as determined by appraisal, with the conditions as set forth in the amended agreement. State Architect Mike Fitts commented that the staff had reviewed the documents and were in agreement that this action was in the best interest of the State. The Commission approved the request as presented by Commissioner Fyke.

SBC Project No.                      126/000-04-1996  
   126/123-01-1999

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DEPARTMENT OF FINANCE AND ADMINISTRATION

11:42 a.m.

JAMES K. POLK STATE OFFICE BUILDING, NASHVILLE, TENNESSEE

- 1) Approved a project and acknowledgment of the source of funding for **Fire Panel Circuits Update** at the James K. Polk State Office Building, Nashville, and the selection of Lockwood-Greene to design and supervise the project.

Estimated Project Cost:        \$206,000.00  
SBC Project No.        529/075-01-2007

THE TENNESSEE RESIDENCE, NASHVILLE, TENNESSEE

- 1) Approved a request by State Architect Mike Fitts to cancel a project for **General Improvements** at The Tennessee Residence, Nashville, Tennessee.

Estimated Project Cost:        \$744,631.00  
SBC Project No.        460/028-02-2006

- 2) Mr. Fitts requested approval of a grant to The Tennessee Residence Foundation, in the amount of \$860,000.00, for **Improvements** at The Tennessee Residence in support of the Conservation Hall project. Secretary Darnell mentioned that a Phase 2 improvement would cost about \$2 million, and he hoped that funding could be identified to do that and complete the whole project so the grounds won't be torn up again in 5-6 years. After discussion, Mr. Fitts' request was approved as presented.

Estimated Project Cost:        \$860,000.00  
SBC Project No.        460/028-01-2007

JOHN SEVIER STATE OFFICE BUILDING, NASHVILLE, TENNESSEE

- 1) Approved a request to select Mesick Cohen Wilson Baker Architects as consultant to do a **Historic Structures Report** for the John Sevier State Office Building, Nashville, Tennessee.

Estimated Project Cost:        \$75,000.00  
SBC Project No.        529/070-01-2007

STATEWIDE

- 1) Approved a request to accept the fifth year option on a contract for **Commissioning Services**.

SBC Project No.        529/000-02-2001

### **DISCUSSION OF BIDS**

- 1) **Veterans Nursing Home – Murfreesboro**  
(Renovation & Repairs)  
SBC Project No. 680/000-01-2005  
Bid date: 1 March 2007  
SBC Action: Referred to Subcommittee with authority to act
  
- 2) **Clover Bottom Developmental Center**  
(Flooring Replacement – Receptor Building)  
SBC Project No. 344/003-02-2006  
Bid date: 6 March 2007  
SBC Action: Referred to Subcommittee with authority to act
  
- 3) **National Guard Armory - Knoxville**  
(Building 300 Exterior Renovations)  
SBC Project No. 361/000-06-2004  
Bid date: 7 March 2007  
SBC Action: Referred to Subcommittee with authority to act

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## STATE BUILDING COMMISSION

### MINUTES OF MEETING OF STATE BUILDING COMMISSION

- 1) Approved the Minutes of the State Building Commission meeting held on February 8, 2007.

### REPORT OF CHANGE ORDERS RESULTING IN CUMULATIVE CHANGE ORDER COSTS TO EXCEED 10% OF BASE CONTRACT AMOUNT

- 1) **Roan Mountain State Park** Approval to adjust the base.  
(Pool Upgrade)  
Change Order No. 1  
Change Order Amount: \$129,266.00  
Change Order Percent: 17.6  
Cumulative Percent 17.6  
SBC Project No. 126/086-02-2005
- 2) **Tennessee State University**  
(Avon Williams Campus Improvements)  
Change Order No. 4  
Change Order Amount: \$24,700.00  
Change Order Percent: 8.08  
Cumulative Percent 20.21  
SBC Project No. 166/001-05-2001
- 3) **East Tennessee State University**  
(Electrical Upgrade, Part 2)  
Change Order No. 6  
Change Order Amount: \$39,906.59  
Change Order Percent: 4.32  
Cumulative Percent 10.96  
SBC Project No. 166/005-02-2004
- 4) **Volunteer State Community College**  
(Tornado Damage Remediation)  
Change Order No. 2  
Change Order Amount: \$2,651.37  
Change Order Percent: 1.48  
Cumulative Percent 18.24  
SBC Project No. 166/025-01-2006
- 5) **Former Tennessee State Prison**  
(Site Demolition & Rehabilitation)  
Change Order No. 3  
Change Order Amount: \$73,010.81  
Change Order Percent: 30.22  
Cumulative Percent 40.04  
SBC Project No. 529/000-04-2004



- 6) **University of Tennessee Chattanooga**  
(Roof Replacement)  
Change Order No. 6 & 7  
Change Order Amount: \$33,832.69  
\$10,252.68  
Change Order Percent: 5.9  
1.8  
Cumulative Percent 29.7  
SBC Project No. 540/005-04-2005
- 7) **University of Tennessee Knoxville**  
(Massey Hall Improvements)  
Change Order No. 3  
Change Order Amount: \$29,046.61  
Change Order Percent: 2.9  
Cumulative Percent 13.5  
SBC Project No. 540/009-17-2003
- 8) **University of Tennessee Knoxville**  
(Business Incubator Building)  
Change Order No. 3  
Change Order Amount: \$74,912.00  
Change Order Percent: 3.9  
Cumulative Percent 12.7  
SBC Project No. 540/009-18-2004
- 9) **University of Tennessee Knoxville**  
(Neyland Stadium Improvements Phase 1)  
Change Order No. 9  
Change Order Amount: \$205,942.00  
Change Order Percent: 1.01  
Cumulative Percent 10.99  
SBC Project No. 540/009-02-2005
- 10) **University of Tennessee Health Science Center**  
(Allied Health Therapy Lab)  
Change Order No. 1  
Change Order Amount: \$19,859.00  
Change Order Percent: 11.2  
Cumulative Percent 11.2  
SBC Project No. 540/013-01-2005

### **SUB-COMMITTEE REPORT**

- 1) Report received of final action taken at the State Building Commission Executive Subcommittee meeting held on January 22, 2007.

### **DESIGNER SELECTION LIST**

Approved the following designer selections as recommended.

- 1) **Region 2 – Department of Transportation**  
(Transportation Management Center)  
Estimated Project Cost: \$5,600,000.00  
SBC Project No. 242/010-01-2007  
Designer: **TWH ARCHITECTS**
- 2) **James K. Polk State Office Building**  
(Fire Panel Circuits Update)  
Estimated Project Cost: \$206,000.00  
SBC Project No. 529/075-01-2007  
Designer: **LOCKWOOD-GREENE**
- 3) **John Sevier State Office Building**  
(Historic Structures Report)  
Estimated Project Cost: \$75,000.00  
SBC Project No. 529/070-01-2007  
Designer: **MESICK COHEN WILSON BAKER ARCHITECTS**
- 4) **Memphis Mental Health Institute**  
(Replacement Facility)  
Estimated Project Cost: \$32,057,960.00  
SBC Project No. 344/013-01-2005  
Designer: **Change designer name from “TRO / ALLEN & HOSHALL, A JOINT VENTURE” to “TRO JUNG/ BRANNEN, INC. with ALLEN & HOSHALL as consultant”**

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There being no further business, the meeting adjourned at 11:45 a.m.

Approved by: \_\_\_\_\_

M.D. Goetz, Jr., Commissioner  
Department of Finance and Administration